



FRANK WHITE, JR.
Jackson County Executive

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JUN 27 2025

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EXECUTIVE ORDER NO. 25-12

**TO: MEMBERS OF THE LEGISLATURE
CLERK OF THE LEGISLATURE**

**FROM: FRANK WHITE, JR.
JACKSON COUNTY EXECUTIVE**

DATE: JUNE 27, 2025


**RE: NAMING INTERIM DIRECTORS - HUMAN RESOURCES AND
COLLECTION**

I hereby make the following interim appointments:

Gina Campbell is appointed as the Interim Director of Human Resources, to serve until the appointment of a permanent Director.

Karey Shulze is appointed as the Interim Director of Collection until the return of current Director Scott Lakin, who is on leave.

6/27/2025
Date


Frank White, Jr., County Executive

GINA M. CAMPBELL, SPHR, SHRM-SCP

Senior level HR leader with extensive and broad expertise who possesses a desire to make a significant contribution to the success of a solid and dynamic employer.

AREAS OF EXPERIENCE:

- **Multi-Site, Multi-shift, Corporate Headquarters, Distribution Centers, Global and Regional** - Training, Collaboration, Facilitation, Employee Relations and Engagement
- **Talent Acquisition and Employment Lifecycle** - ATS, Hiring, Onboarding, Training, Retention, Termination, Exit interviews, Succession Planning
- **Policy and Procedure Development** - Design, Training, Implementation
- **Compliance** - Federal and State Regulations
- **Safety, Security, Medical, Workers' Compensation, and Risk Management**
- **Performance Management** - Evaluation Design and Implementation, Improvement plans
- **Vendor Contract Negotiation, Compensation and Budgets** - Benefits/Vendors Salary Market Surveys, Adjustments, EAP.
- **Labor Relations** - Grievance and Contract negotiations, Union Avoidance
- **Wellness** - Program design, Implementation
- **HRIS and Software platforms** - SAP, DocuSign, ADP, NOVAtime, Outlook, MS Office, Teams, PeopleSoft, Workday, Paycor and more.

CAREER ACCOMPLISHMENTS

- **Risk Management** - In the sudden absence of the Risk Manager, successfully stepped in the role for 18 months and managed our Risk program, claims, and negotiated new contracts.
- **ATS & Onboarding** - Researched and implemented a much-needed program that meshed with the ERP currently in place.
- **Succession Plan** - Designed and implemented company-wide program that, on a quarterly basis, tracked "on deck" employees and the skills and knowledge needed for them to advance.
- **Performance Evaluation program** - Designed and brought to fruition a company-wide program that was modern, easy, and held employees, and those to whom they reported, accountable for employee development and growth. This was an outgrowth of my Succession Plan program.
- **Safety/Workers' Compensation** - Designed "Near Miss" awareness program and conducted monthly audits, and inspections. Permanent member of the Safety Committee.
- **Wellness** - Designed and implemented a company-wide program. Our company experienced a 98.2% success rate of participants in meeting their goals in the first year.
- **OSHA** - Wrote/trained on internal OSHA Inspections.
- **Compensation Plan** - Designed and implemented a multi-year compensation program.
- **Attended a 10-week jail basic academy** - To better understand the environment and issues our employees faced daily. This also aided in better long term hiring for the Jail.
- **Community Events** - Employed positive and transparent communication skills to serve employer and employees at various events and functions in the community.

PROFESSIONAL EXPERIENCE:

JACKSON COUNTY, MISSOURI, Kansas City, MO 1-2021 to Present

Deputy Director Human Resources

County Government

ROANOKE REGIONAL AIRPORT COMMISSION, Roanoke, VA 7-2013 to 5-2020

Human Resources Manager

Public/Airport

Hired for my senior level expertise in the field and cultural fit. Immediately upon hire into this high-level HR role I was able to rebuild the trust that had previously been damaged in the department. As the Senior HR member of the strategic leadership team directed all HR processes and programs. Created and implemented a brand-new multi-phase Performance Management process including a new Applicant Tracking and Onboarding System (ATS), Performance evaluations, and a customized Succession Plan. Successfully negotiated renewal contracts for: EAP; Insurance; Risk; Training, and Benefit policy vendors; Researched and rewrote Policies and Procedures, and Job Descriptions; Oversaw Payroll, Managed and expanded Benefits; Created departmental budget; Managed all Federal and State Compliance programs (i.e. AAP, EEOC, OSHA, OFCCP, FMLA, WC); Created and executed a very popular Wellness Program. Additionally, served on the Safety Council and prepared many Internal Communications.

NORTHERN NECK REGIONAL JAIL, Warsaw, VA 2-2010 to 7-2013

Director - Human Resources

Public/Corrections

Senior member of strategic executive staff. Designed and introduced several much-needed Performance Management initiatives including an On-Boarding process that focused on Employee engagement, beginning with a thorough job preview program, continuing through the post-offer and "Family First" stages. Managed Payroll, Benefits, Policies and Procedures and Internal investigations. Initiated a Safety program for employees. Oversaw the Standards for the Jail through the Standards Sergeant. My position was eliminated through a reorganization, but through my networking, quickly found a position with the airport in Roanoke.

WHEELED COACH INC., Winter Park, Florida 3-2007 to 9-2008

Plant HR Manager- Human Resources, Health, and Safety

Manufacturer - Ambulances

Senior member of strategic executive staff. Directed all activities in HR, Health and Safety Programs. Provided counsel and coaching to all levels of the staff. Oversaw talent acquisition, performance management process, budget, compliance, training, and benefit programs. Investigated HR and Safety concerns. Achieved a declining trend in OSHA recordables by identifying near misses/first aids through training and communication. Lean enterprise trained. Directed the activities of two direct reports. Resigned this position due to my spouse's promotion and subsequent relocation opportunity.

EMERGENCY ONE INC., Ocala, Florida 3-2006 to 12-2006

Plant HR Manager - Human Resources, Safety and Medical

Manufacturer - Fire Rescue Vehicles

Managed 18 direct reports for HR, Safety, and Medical. Achieved a 23% reduction in turnover through better, more transparent, hiring practices. Led the team that was successful in removing Hexavalent Chromium Cr(VI) from processes to surpass OSHA requirements. Served on, and was an influential member of, the President's daily advisory committee. Resigned this position due to my spouse's promotion and subsequent relocation opportunity.

TEXTRON INC., Spencer, Tennessee 9-2004 to 3-2006

Plant HR Manager- Human Resources

Manufacturer - Fasteners

Assumed the responsibility of a position that had been vacant for 14 months. Managed all HR needs on three shifts. Senior HR advisor on the Corporate Service Center Initiative Team. Quickly established a positive rapport with plant floor employees, staff, and peers. Improved communications and visual management on the shop floor. Brought consistency and clarity in policies, practices, and procedures by establishing regularly scheduled policy reviews with plant leadership. Managed morale during times of company instability and uncertainty. Partnered with leadership colleagues to support Corporate's mission, goals, and objectives in this Lean Manufacturing environment. Implemented a compliance records clean-up and retention program. Responsible for replacing/filling Plant Manager and Plant Controller positions.

In addition, implemented an Hourly Performance review process; Submitted departmental budgets; Achieved 100 % on-time plant wide completion of PMPs; Conducted Talent Assessment (succession planning) for Plant Manager's direct reports; Completed Six Sigma Greenbelt training and led office Kaizen events; Participated in a Six Sigma Business Assessment (BAP) to establish plant performance goals via measurable objectives/metrics. Member of Plant EHS Committee and the Plant Steering Committee. Conducted weekly TS16949 layered audits per customer requirements and weekly HR Payroll Audits. Attended Production meetings. Oversaw on-site contract Security Personnel. Worked closely with Safety to establish and implement priorities. Hired, taught, counseled, coached, disciplined, and terminated as appropriate. Managed two HR direct reports. Resigned this position due to my spouse's promotion and subsequent relocation opportunity.

WELLMAN INC., Bay St. Louis, Mississippi 1-2002 to 1-2004

Plant HR Superintendent - Human Resources, Training and Security

Manufacturer – Plastics/PET resin

Member of the Corporate HR Executive Team.

Successfully achieved union avoidance. Negotiated contracts for new EAP provider and cafeteria vendor. Plant operated 24/7 with 2-12-hour shifts. Highly focused on safety in this plastics manufacturing facility. Seven direct reports. A sister facility of this organization closed, and my position was assigned to a colleague from the shuttering facility due to his greater tenure with the company.

AMERICAN LIMOUSINE, Van Buren, Arkansas 7-2000 to 10-2001

Director - Human Resources and Safety

Manufacturer - Limousines

This was a greenfield site for the HR Department

Built the entire HR infrastructure (i.e. policies, employee handbook, performance management process, and safety tracking). Developed a preventive maintenance schedule for equipment and tools. Guided plant leadership in hiring and termination decisions. Served as a member of Van Buren County Mayor's Executive Board. This plant closed its doors in 2001 following 9/11.

WHIRLPOOL CORPORATION INC. Fort Smith, Arkansas then Tulsa, Oklahoma,
Plant and Dist. Center

6-1998 to 3-2000

Sr. Administrator - Employment and Employee Relations

Manufacturer - Appliances

Hired for Ft. Smith, AR and then subsequently promoted to the Tulsa, OK facility. Primary focus was to foster positive relationships between labor and management while administering company policy, and to staff a 24/7 union manufacturing facility and product distribution center. Additionally: managed talent lifecycle; Collective Bargaining Agreement negotiations (2nd chair) and grievances; Medical Leaves; Federal, State and Local compliance; drug screening, unemployment hearings, new hire orientation, HRIS conversion to PeopleSoft. Supervised the Manpower Coordinator and Employment Clerk. Tasked to be the project lead on the implementation of a brand-new third shift (Set up and managed an off-site hiring facility. Trained managers to interview, hired nursing staff to conduct hair sampling, designed a new hire orientation program. Hired 700 employees in this extremely successful event.

Through my effective and untiring efforts, was promoted to Tulsa and given the opportunity to work in a non-union environment as the Sr. Administrator of Employment and Employee Relations where I oversaw 2nd, 3rd and weekend HR and Operations. Resigned my position in Tulsa to marry and move out of state.

RAYTHEON AIRCRAFT COMPANY, WICHITA, Kansas **Corporate Headquarters**

Multi-site organization (11 years) 3-1987 to 3-1998

Manufacturer - Aircraft (Private Use and Commercial) This was a union facility.

Due to a series of promotions, held three roles.

1st) Security- Shift Commander

2nd) Admin. - Management Development & Training

3rd) HR Generalist

After nearly three years in security I accepted a newly created HR position - Administrator - Management Development and Training. Conducted training on many subjects and managed the Executive Development Program. After proving my skills and adaptability, received additional responsibilities thus expanding my role into that of a Generalist. As the HR generalist, served as the HR contact for multiple company locations. Tapped to create and serve as the Chairman for the Community Events Planning Committee. Its underlying mission was to create a positive image in the community, but also achieved the harmonious joining of employees (union and non-union) and management, for several superior events. After being with Raytheon 11 years, they experienced a very deep layoff in which my position was impacted.

PROFESSIONAL CERTIFICATIONS: SPHR, SHRM-SCP (current)

EDUCATION: Wichita State University, Wichita, Kansas.

Associate degree completed - Bachelor's degree completed- Master's program started

PROFESSIONAL ASSOCIATIONS: SHRM, HRCI, IPMA (PSHRA)

MISC. TRAINING AND EXPERIENCE: Six Sigma DMA/IC – Greenbelt, Lean, Internal investigations, Hotel, Hospital, Union Avoidance, Retail, Corrections, Airport/Airfield.

Karey Schulze

kschulze@jacksongov.org

Self-motivated, results driven professional with a strong background in office operations and personnel administration, budgeting, accounting and auditing, customer outreach, and project management

Skills and Accomplishments

Budgeting and Accounting

- Managed resource and personnel allocations and monitored purchasing to ensure expenses remained within the approved budget. Successfully reduced and maintained Collection Department budget (from \$2.9 million budgeted in 2005 to \$2.8 million actual spent in 2020), without loss of service or functionality
- Assisted the Deputy Chief Administrative Officer in overseeing the Assessment and Board of Equalization Departments and the Assessment Fund; resulting in \$1.7 million savings between the 2012 budget and 2013 actual spent from the Assessment Department budget

Project Management

- Coordinated with two impacted departments to design, test, and train for the new Online Compliance Portal for vendor application process. In less than one year, the new portal resulted in the collection of over \$1,900,000 in outstanding taxes, over 500 vendors issued a Certificate of Compliance, and approximately 10 vendors were added to the Business Property tax rolls
- Coordinated with impacted departments and outside vendor to design, test, and train for new Online Payment and Pay by Phone (IVR) applications, while meeting the required conversion deadlines
- Coordinated with four impacted departments to take the "Tax Sale Posting Project" from concept to full implementation of iPad and web applications, resulting in more efficient digital retrieval of property information, saving hours of employee and Court time as well as making it easier for the public to access data, which increased number of properties sold
- Coordinated and scheduled staffing, supplies, and tech support for projects and peak seasonal needs for three departments in four office locations
- Capable of managing multiple concurrent tasks in a high volume, fast-paced environment, meeting deadlines, and retaining quality standards and expenses
- Co-Chair of County's Recycling Green Team: January 2013 - July 2015

Research and Problem Solving

- Identify problems and systematically isolate root causes, explore possible solutions, and implement corrective steps to procedures and training if needed to eliminate problem reoccurrences
- Investigate and analytically review and test new products, services, and system procedures

Customer Service

- Approach customer concerns with speed and tenacity to ensure questions are answered accurately, comprehensively, and to resolution
- Cross-trained in all areas of the department to ensure continuity of operations even during peak times
- Knowledge of statutes, codes, department policies, and procedures for all units
- Two-time Employee of the Month award winner

Experience Based Technical Knowledge

- Self-taught technical skills have been applied as application architect and by creating document and spreadsheet templates, automating or simplifying processes, or eliminating paper and triplicate form usage
- Update department web pages
- Ability to perform basic IT triage involving hardware and software, resulting in fewer work orders for the IT department and less downtime for staff and customers

Education and Licenses

- Bachelor's Degree | University of Kansas
- Notary Public, Missouri
- NACo/PDA | High Performance Leadership Master Certificate
- Institute for Management Studies | Certificates for 7 Virtual Programs
- MARC-GTI/LANTECH Corporate Training | Project Management Fundamentals, Project Management Intermediate, Project Management Advanced
- LinkedIn Learning | Project Management Tips CPE 3.4, Find & Use Your Strengths, Motivate Yourself to Do What's Most Important, Learn to Control your Attention, Humble Inquiry
- eSeT | Cybersecurity Awareness Training
- KnowBe4 | 4 Cybersecurity Courses

Jackson County, MO Experience

Deputy Director of Collection | Jackson County, MO | November 2023 – Present

- Responsible for assisting the Director of Collection in the billing and collection of current and delinquent taxes for taxing agencies in the County. Duties include managing the department operations as they relate to system processes and use of technology; overseeing the department and serving as the department's official contact in the absence of the Director; assisting the Director in maintaining and controlling official financial records, including payroll and budgeting for the department; and coordinating the activities of associates. This position is also assigned the task of project management for the implementation of new tax software, as well as future implementations of new technological resources.

Office Administrator | Jackson County, MO | May 2006 – November 2023

- Responsible for departmental payroll, budgets, purchasing and accounts payable activities; Recommend budgetary projection requests based on database analysis; Maintain departmental databases; Develop, implement, and manage departmental HR policy and procedures and training of staff, including confidential personnel records; Maintain positive working relationships with all levels of department staff, other county departments, and outside businesses; Provide outstanding customer service to the general public through effective communication skills; Review and resolve complex or sensitive situations

Administrative Assistant | Jackson County, MO | January 2005 – May 2006

- Provided administrative support for internal and external customers; Maintained department and personnel files; Maintained office supply and equipment inventory; Maintained service and purchasing contracts